

## ARIZONA RIDES STATEWIDE ASSESSMENT & ACTION PLAN

### Draft Initial Action Plan

An Action Plan for Coordination has been developed based on activities carried out for the initial Arizona Rides project. This includes survey information, an assessment of the structure for the delivery of services, and the regional forums. The Action Plan does two things:

- It identifies a state and local framework for coordination, based on Arizona's infrastructure for delivering human service transportation.
- It starts with activities geared to building awareness and understanding at both the State and local levels, exploring the issues that presently make coordination difficult.

#### Framework for Statewide Coordination

Most of the successful statewide inter-agency coordination efforts have built upon, and often improved whatever infrastructure existed at the time. They also have two things in common:

- A strong focus on county and/or regional based coordination.
- Bi-level, inter-agency coordination, with:
  - (1) A state-level department or inter-agency coordinating council that sets policy.
  - (2) County-based or regional-based coordinating councils that:
    - (a) Implement coordinated transportation in their respective areas, often through a lead agency that serves as a provider, scheduler or broker; and,
    - (b) Provide feedback to the state council as to what is working and what is not.

The state level focus is on supporting coordination through the regulatory framework and procurement practices that are established for each program. The Arizona Rides Council serves this function. The county or regional level focus is on the operational and logistical aspects of coordinating resources and providing effective mobility. The Councils of Government and Metropolitan Planning Organizations are recommended to set up regional coordinating councils, and it is anticipated that many will work at the local levels.

#### Action Plan Strategies

The Arizona Rides Council has responsibility for making policy decisions on all aspects of the coordination issue. ADOT, as the lead agency supporting the Council, will provide staffing support to help the Council accomplish its goals and is proposed to coordinate the various coordination activities. The initial action plan also includes a subgroup of human resource programs represented by DES, AHCCCS, DHS, and possibly other state agencies. It is recommended that these human service programs provide the internal staffing and a structure to address those issues that pertain to their programs. In addition, specific responsibilities are identified for COGs and MPOs to carry out at the regional level.

The emphasis of the initial action plan is two-fold:

- (1) Building a broad base of understanding about the benefits of coordination and about how services are presently delivered in Arizona; and
- (2) Assessing the breadth of specific problems and identifying the options for addressing each issue.

# Arizona Rides Initial Action Plan Summary

Arizona Rides ADOT Lead		Arizona Rides DESI/HCCCS/DHS Lead*		MPO / COG Activity	
Topic	Arizona Rides	ADOT Lead	Arizona Rides	DESI/HCCCS/DHS Lead*	MPO / COG Activity
Information and Awareness	Develop Statewide strategy and message		Develop specific strategy for human service transportation coordination, addressing needs of field offices, contractors and consumers.		Distribute materials at local and regional levels
	Develop materials		Identify key liaisons to assist in information gathering and dissemination activities.		Compile and share information on local programs and services throughout region.
	Implement "Information and Awareness" campaign at state agency and regional level.		Develop presentation materials for human service management team and field office staff.		Review website and provide updated information as appropriate.
Identify Barriers and Opportunities	Strengthen Arizona Rides website, reflecting Council activities and resources.		Develop "toolkit" of materials for Case Management staff who arrange client transportation.		
	Assess the following coordination issues and explore opportunities for addressing: - Reporting and invoicing; - Matching fund issues; - Insurance; - Opportunities for brokerages or other models		Compile and share information on transportation services and needs with AZ Rides.		
	Identify a plan for addressing each issue area that may include research, departmental action, legislative action, or pilot projects		Assess internal procedures and regulatory barriers that create coordination barriers: - Client eligibility constraints - Necessary changes to human service cost allocation plan to accommodate resource sharing - Examining opportunities to reorganize how transportation services are provided through a brokerage model or a separate division of transportation.		Solicit local and regional examples of barriers to identify breadth of problem, sharing this information with Arizona Rides.
Identify Barriers and Opportunities	Review departmental regulations and practices to identify opportunities for coordination and barriers to coordination		Refine analysis of how transportation services are provided to human service clients to consider the question, "What benefits would be obtained if these resources were pooled in locally coordinated systems?"		Report policy or regulatory issues to AZ Rides Council
	Revise contracting or grant-making procedures as appropriate to support coordination.		Assess the following coordination issues and explore opportunities for addressing: - Procurement practices, including "bundling" of transportation with delivery of human services - Development of cost allocation model and payment procedures Assess the impact of proposed changes on budget, staffing, and organizational structure.		Regional councils review and respond to AZ Rides proposals on addressing barriers.
* ADOT will coordinate activities for Arizona Rides, working closely with the DESI/HCCCS/DHS group.					

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Topic	Arizona Rides ADOT Lead*	Arizona Rides DES/AHCCCS/DHS Lead*	MPO/COG Activity
	Prepare a toolkit of information for MPOs and COGs	Establish human service coordinating group comprised of representatives of each of DES division, DHS, AHCCCS	Establish regional coordinating councils, with local subgroups as appropriate
<b>Building Capacity for Coordination</b>	Identify spokesperson and point of contact for each major human service agency or transportation program. - Prepare brief program information to include in toolkit and share at regional / local levels - Responsible for internal staff training, throughout state and in field offices - Is available to respond to inquiries from regions	Identify the role of staff in field offices and direct participation in regional coordinating councils.  Review and catalog current service contracts where transportation is a component of services	Over the course of a year, address the following topics, with materials provided through Arizona Rides: - Provide information on transportation components of each major transportation program - Assess regional coordination status using Framework for Action or similar tool - Continuum of coordination activities: which have potential in our area? - Cost Allocation: what is the full cost of transportation and how is this funded in AZ today? - Establishing a formal council (Bylaws, MOUs)
	Determine appropriate participation at local and regional coordinating councils for departmental programs	Develop revised Cost Allocation Methodologies	Submit agendas and minutes of coordinating council meetings to AZ Rides
	Develop training programs used at departmental training activities and conferences, with assistance of DES, DHS, AHCCCS, and Corrections staff	Develop revised policies and procedures	
<b>Coordination Plans</b>	Identify expectations for regional plans, providing a template for regional committees	Develop necessary implementation plans and timeline, sharing with AZ Rides and providing information at local level.	Document: - Providers and services - Structure selected for coordinating human service and public transportation services - Approach region will take to coordination; - Types of coordination activities region chooses to pursue - Action plan
	* ADOT will coordinate activities for Arizona Rides, working closely with the DES/AHCCCS/DHS group.		